

The Role of Motivation, Work Discipline and Recruitment in Improving Members' Performance

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Abstract: This research aims to analyze the influence of motivation, work discipline, and recruitment on the Performance of Indonesian Air Force (TNI-AU) members of the Iswahjudi Magetan Air Base Personnel Service, both simultaneously and partially, and to analyze the variables that have a dominant influence on the Performance of TNI-AU members of the Iswahjudi Magetan Air Base Personnel Service. The type of research used is explanatory research. Location: This research was conducted within the Iswahjudi Magetan Air Base Personnel Service. The research population was all members of the TNI-AU Iswahjudi Magetan Air Base Personnel Service, namely 60 members. Considering that the population is a manageable size, census research is used. Namely, all members of the TNI-AU Personnel Service at Iswahjudi Magetan Air Base will be the research respondents. The analysis method uses multiple linear regression and hypothesis testing. The research results show that motivation, work discipline, and recruitment affect the Performance of TNI-AU members of the Iswahjudi Magetan Air Base Personnel Service, both simultaneously and partially. This research also shows that motivation has a dominant influence on the Performance of TNI-AU members at the Iswahjudi Magetan Air Base Personnel Service. The Head of the Personnel Service could better enforce discipline fairly among all members, both superiors and subordinates. When working at the Iswahjudi Magetan Air Base Personnel Service, motivation is also needed. Therefore, every member must be highly motivated at work.

Keywords: Motivation, Work Discipline, Recruitment, Member Performance.

1. INTRODUCTION

In carrying out its duties, one of the operational implementing bodies at the Iswahjudi Magetan Air Base level is located directly below Pangkoopsud 2 is the Iswahjudi Magetan Air Base Personnel Service, from now on referred to as Dispersion. In the regulations of the Commander of Air Operations Command 2 Number 38 of 2020 concerning the organization and duties of the Iswahjudi Magetan Air Base Personnel Service, it is stated that Dispers is tasked with assisting the Iswahjudi Magetan Air Base Commander and as implementing staff for recruiting prospective TNI-AU members, carrying out training of personnel and human resources. Coordinate, supervise, and control personnel administration, including staff, teaching staff, and students. To support their duties in serving as a defense force, especially in the air force, as professional warriors, they must uphold moral/ethical values, noble values of national culture, norms, and ways of life, sapta clan values, soldier's oath, code honor of TNI officers and leadership.

Given that human resources (HR) play a crucial role in organizational management, they are responsible for propelling the organization towards the achievement of its goals and objectives. Despite having access to buildings, equipment, and ample financial resources, businesses

nevertheless require sufficient human resource assistance. Efficient execution of organizational tasks is necessary for improved outcomes.

In the work context, motivation is essential in encouraging someone to work. Motivation is the willingness to work and exert effort to achieve organizational goals (Stephen *et al.*). Motivation has three key elements: effort, organizational goals, and needs. Motivational factors appear more often in discussions regarding how to improve member performance. According to Handoko, motivation is a state in a person's personality that encourages the desire to work to carry out certain activities to achieve goals. Motivating caregiving activities improves members' abilities.

Motivation, contentment, and work discipline are key elements in an organization, and the findings of several research serve as a benchmark for these aspects (Baskoro & Susanty, 2012; Sanjangbati, 2013; Sumarauw, 2015; Nisyak, 2016). This study demonstrates the intriguing nature of investigating motivation, satisfaction, and work discipline. The study conducted by Susitiningrum *et al.*, (2015) examined the impact of work motivation on member performance and found that motivation has a substantial influence on member performance.

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One factor that can influence member performance is discipline. Etymologically, discipline comes from the English word "disciple," which means follower or adherent of teaching. Discipline is one of the primary keys to achieving success. Apart from being the main key to achieving success, discipline is also essential for every individual in forming good behavior patterns, both from the perspective of humans as individual creatures and social creatures. Disciplined individuals can carry out their duties orderly and regularly per the applicable regulations, making their lives orderly. Perkins in Trisnawati (2013:398) states that self-discipline is "a person's conscious and responsible effort to regulate, control and control their behavior and attitudes so that their entire existence does not harm others and themselves."

Recruitment is another influential aspect that affects performance. Recruitment, as defined by Hasibuan (2017:40), is the process of locating and persuading potential employees to submit applications for job openings provided by a firm. Nurmansyah (2011: 71) has proposed a comparable definition, stating that recruiting is the process of acquiring new employees to replace current vacancies within organizational units. Recruitment is a crucial concern for firms when it comes to acquiring staff. If a recruitment process is successful, to put it simply. Consequently, numerous candidates submit their applications, and the organization has the chance to expand its membership base due to this. Multiple studies examining the relationship between recruitment and member performance, such as the research conducted by Iskandar (2018), have found that recruiting has a notable and beneficial impact on member performance. The findings of this study are consistent with the studies carried out by Nurhayati (2016), Mukayan (2017), and Aziz *et al.*, (2017).

Performance is a crucial and stimulating aspect as it has demonstrated its significance in terms of advantages. An organization expects its members to diligently utilize their abilities to attain satisfactory work outcomes. Without commendable performance from all members, attaining goals successfully will be difficult to accomplish. Each person displays performance misbehavior as work achievements produced by members by their role in the organization Rivai (2006; 309). The members' Performance is the leading implementation of every organizational function regarding existing facilities and infrastructure. Members are vital organizational factors that must be considered because they always experience various organizational dynamics (Mangkunegara, 2015, p. 67).

The objective of this study is to examine the concurrent and partial effects of motivation, work discipline, and recruitment on the performance of Iswahjudi Magetan Air Base Personnel Service TNI-AU members. Additionally, this study aims to determine which factors, including recruitment, work discipline, and motivation, have the greatest impact on the performance of Iswahjudi Magetan Air Base Personnel Service TNI-AU members. The research findings are anticipated to provide practitioners and the Iswahjudi Magetan Air Base Personnel Service with valuable information regarding the impact of members' attitudes toward motivation, work discipline, and recruitment variables on performance. Additionally, the research should serve as a reference for the implementation of strategic initiatives aimed at enhancing service members' performance. Personnel of Iswahjudi Magetan Air Base.

2. LITERATURE REVIEW

2.1 Performance

The performance of members is a determinant of individual task accomplishment, which in turn can impact the performance of the organization (Sinambela, 2017). As stated by Sutrisno (2016:151), "Performance refers to the outcome of an individual's laborious tasks accomplished through their work conduct." Therefore, performance is a determinant in attaining an individual's work objectives, encompassing both the quantity and quality of the goals that need to be accomplished (Harjono *et al.*, 2024). Priansa (2017) posits that employee performance can be impacted by a variety of factors, including individual capabilities, level of effort exerted, and the organizational milieu. Sinambela (2018) identifies the following as performance indicators: initiative, responsibility, cooperation, and work quality.

2.2 Work Motivation

Motive is a desire that exists within an employee and needs to be satisfied in order for the employee to be able to adapt to his surroundings, as stated by Mangkunegara (2017). A stimulation for desire and a driving force for the inclination to work, according to Sutrisno (2016), work motivation is a stimulus for desire. Sutrisno (2016) identifies the following as characteristics that contribute to an individual's level of motivation: the work environment, compensation, adequate supervision, the will to live, and admiration. Luthans (2005) identifies the physiological, social, esteem, and actualization demands as the determinants of motivation. Other signs include the need for physical security.

2.3 Work Discipline

Sinambela (2017) defines discipline as the willingness of an individual to follow the norms that are in place within an organization, which is a result of the individual's self-awareness. Work, on the other hand, is defined as an activity that is carried out by an individual who derives positive value from that activity (Saputra *et al.*, 2024); (Supriadi *et al.*, 2024). According to the research of Sutrisno (2016), "member discipline is the behavior of a person according to existing regulations, work procedures or disciplined attitudes, behavior, and actions that are by the organization's written and unwritten regulations." Sinambela (2017) identifies three distinct approaches to discipline: the modern method, the traditional approach, and the intentional approach. Sinambela (2018) finds several variables that serve as indicators of work discipline, including attendance frequency, members' awareness level, adherence to work standards, compliance with work laws, and work ethics.

2.4 Recruitment

Hasibuan (2017) defines recruitment as an endeavor to locate and persuade potential employees to apply for positions that an organization is offering. Nurmansyah (2011) offered a description akin to this, characterizing recruiting as the process of finding new employees to cover open positions in departments within the company. Hasibuan (2017) defines recruitment as an endeavor to locate and persuade potential employees to apply for positions that an organization is offering. According to Mangkunegara (2015), independence, efficacy, and timeliness are indicators of recruiting.

3. METHODS

3.1 Research Design

The research design is based on quantitative methodology, namely explanatory research. This research

focuses on the field of Human Resources Management (HRM) and aims to determine the impact of motivation, work discipline, and recruitment on the performance of TNI-AU members of the Iswahjudi Magetan Air Base Personnel Service. The study examines the influence of these factors both simultaneously and individually.

3.2 Research Location

Location: This research was conducted within the Iswahjudi Magetan Air Base Personnel Service. The choice of location for this research is based on human resources, mainly serving personnel administration at the Environment Air Base. This will be achieved if the Iswahjudi Magetan Air Base Personnel Service members on duty have high motivation and work discipline with good recruitment and have high-performance responsibility for the programs and policies of the Head of the Iswahjudi Magetan Air Base Personnel Service.

3.3 Research Population and Sample

The population in this study was determined using a census method, namely by include all individuals in the existing population, as the population size did not exceed 100. The study included a total sample of 35 non-commissioned

officers from the Iswahjudi Magetan Air Base Personnel Service. These individuals were selected as respondents and would be studied as a complete group.

3.3 Data Analysis Techniques

The data were analyzed using procedures that are associated with descriptive analysis. The data in question are capable of being subjected to quantitative analysis through the utilization of statistical models within the SPSS version 25 software application. An investigation into the relationship between members' performance at the Iswahjudi Magetan Air Base Personnel Service and factors such as motivation, work discipline, and recruiting is carried out using multiple regression analysis.

4. RESULTS AND DISCUSSION

4.1 Research Results

4.1.1 Characteristics of Research Respondents Gender

The results of the classification tabulation according to the gender of non-commissioned officers at Iswahjudi Magetan Air Base are presented in the table below.

Table 1: Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	30	85.7
2	Woman	5	14.3
		35	100%

Source: data processed 2023

According to the data presented in Table 1, the overall number of male respondents was thirty (85.7%), while the number of female respondents was five (14.3%). On account of this, the proportion of male respondents was significantly higher.

Age

Tabulation results according to age for non-commissioned officers at Iswahjudi Magetan Air Base are presented in the table below.

Table 2: Respondents by Age

No	Age (Years)	Number of Respondents	Presentations%
1	< 30 Years	8	22.9
2	31-40 Years	9	25.7
3	41-50 Years	11	31.4
4	>50	Year	7
		35	100%

Source: data processed 2023

Table 2 shows that the number of respondents aged 41 - 50 dominates with one person or (31.4%). This shows that most of the non-commissioned officers at Iswahjudi Magetan Air Base are of an age with a high level of experience and knowledge.

Education

The tabulated results of non-commissioned officer members' education at Iswahjudi Magetan Air Base are presented in the table below.

Table 3: Respondents Based on Education

No	Education	Number of Respondents	Presentation %
1	Senior High School	17	48.6%
2	Diploma	7	20%
3	Bachelor	6	17.1%
4	Postgraduate	5	14.3%
		35	100%

Based on Table 3 above, it can be seen that the number of respondents with a high school education level dominates at 17 people or (48.6%). This shows that the high school education level of non-commissioned officers at Iswahjudi Magetan Air Base shows a good understanding of dealing with work problems.

Years of Work

The table below presents the tabulation results according to the length of service of non-commissioned officers at Iswahjudi Magetan Air Base.

Table 4: Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentations%
1	<5 years	8	22.9
2	6 – 10 years	9	25.7
3	11 – 20 years	7	20.0
4	>20 years	11	31.4
		35	100%

Source: data processed in 2023

Based on Table 4 above, it can be seen that the number of respondents with a working period of more than 20 years dominates at 11 people or (31.4%). This shows that the work period of non-commissioned officers at Iswahjudi Magetan Air Base shows a good understanding of inovercomework problems.

4.1.2 Evaluation of Validity and Reliability of Research Instruments

Validity Test Results

According to the findings of the validity test conducted on 32 statement items assessing variables, motivation, work discipline, recruiting, and performance of non-commissioned officers at Iswahjudi Magetan Air Base, the following are the results:

Table 5: Validity Test Results

Variable	Items	Coefficient	r. Table	Variable	Items
Motivation (X1)	X1.1	,670**	0.325	,000	Valid
	X1.2	,832**	0.325	,000	Valid
	X1.3	,730**	0.325	,000	Valid
	X1.4	,842**	0.325	,000	Valid
	X1.5	,670**	0.325	,000	Valid
	X1.6	,675**	0.325	,000	Valid
	X1.7	,748**	0.325	,000	Valid
	X1.8	,615**	0.325	,000	Valid
	X1.9	,650**	0.325	,000	Valid
	X1.10	,784**	0.325	,000	Valid
Work Discipline (X2)	X2.1	,730**	0.325	,000	Valid
	X2.2	,730**	0.325	,000	Valid
	X2.3	,727**	0.325	,000	Valid
	X2.4	,760**	0.325	,000	Valid
	X2.5	,695**	0.325	,000	Valid
	X2.6	,812**	0.325	,000	Valid
Recruitment (X3)	X3.1	,624**	0.325	,000	Valid
	X3.2	,470**	0.325	,000	Valid
	X3.3	,503**	0.325	,000	Valid
	X3.4	,745**	0.325	,000	Valid
	X3.5	,664**	0.325	,000	Valid
	X3.6	,554**	0.325	,000	Valid
Performance (Y)	Y1.1	,888**	0.325	,000	Valid
	Y1.2	,831**	0.325	,000	Valid
	Y1.3	,683**	0.325	,000	Valid
	Y1.4	,655**	0.325	,000	Valid
	Y1.5	,672**	0.325	,000	Valid
	Y1.6	,841**	0.325	,000	Valid
	Y1.7	,782**	0.325	,000	Valid
	Y1.8	,672**	0.325	,000	Valid
	Y1.9	,811**	0.325	,000	Valid
	Y1.10	,614**	0.325	,000	Valid

Source: data processed 2023

Table 5 indicates that the estimated r value for the 32 statement items was lower than the specified r table figure of 0.325. Additionally, the probability value (2-tailed Sig.) for the 32 questionnaire items was less than 0.05. The comparison indicates that the respondents comprehended all 32 questionnaire items presented by the researcher. Therefore, all questionnaire items in this study were deemed to be valid.

Reliability Test Results

Moreover, participants are required to provide reliable and accurate answers for every item in the research instrument or questionnaire, pertaining to each variable, in addition to the validity test. A variable is considered dependable if the Cronbach's Alpha value, obtained by calculation, is equal to or greater than the predefined threshold of 0.6.

Table 6: Reliability Test Results

Variable	Cronbach's Alpha	r. Table	Information
Motivation (X1)	0.771	0.6	Reliable
Work Discipline (X2)	0.787	0.6	Reliable
Recruitment (X3)	0.733	0.6	Reliable
Performance (Y)	0.776	0.6	Reliable

Source: data processed 2023

According to the findings of the test that were presented earlier, the Cronbach's Alpha value for the four variables that represented the 32 items on the research questionnaire gave a number that was still higher than the minimum criterion of 0.6. The results of this comparison demonstrate that respondents followed a consistent pattern when responding to the 32 questionnaire items that were proposed by the researcher. Therefore, it was

determined that each and every questionnaire item in this study was reliable.

Multicollinearity Test Results

Multicollinearity develops when a regression model has a strong relationship between independent variables. Examining the VIF value allows one to find multicollinearity indicators. A VIF score of less than 10 indicates the lack of considerable multicollinearity.

Table 7: Inflation Factor Variant Values

Independent Variable		Collinearity Statistics	
		Tolerance	VIF
1	Motivation (X1)	0.333	3,005
2	Work Discipline (X2)	0.472	4,266
3	Recruitment (X3)	0.539	5,613

Source: data processed in 2023

According to the VIF calculation that was provided, it is clear that all of the independent variables, specifically recruitment, work discipline, and motivation, have VIF values that are lower than ten, which indicates that there is no multicollinearity.

autocorrelation in a regression model. A regression model equation without autocorrelation symptoms has a Durbin-Watson value between -2 and 2, or $-2 < DW < 2$. The data shows a Durbin-Watson value of 1.905, less than two but more significant than -2. Thus, the absence of autocorrelation in the regression model can be deduced.

Autocorrelation Test Results

The Durbin-Watson (DW) method can be employed in a serial correlation test model to determine

Table 8: Autocorrelation Test Results Model Summary

Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	.891a	.795	.782	2,016	1,360

a. Dependent Variable: ry

b. Predictors: (Constant), rx3, rx1, rx2

Source: data processed 2023

Heteroscedasticity Test Results

The scatterplot results provide evidence of the heteroscedasticity test. The regression equation does not

contain heteroscedasticity if the scatter plot distribution is spread out.

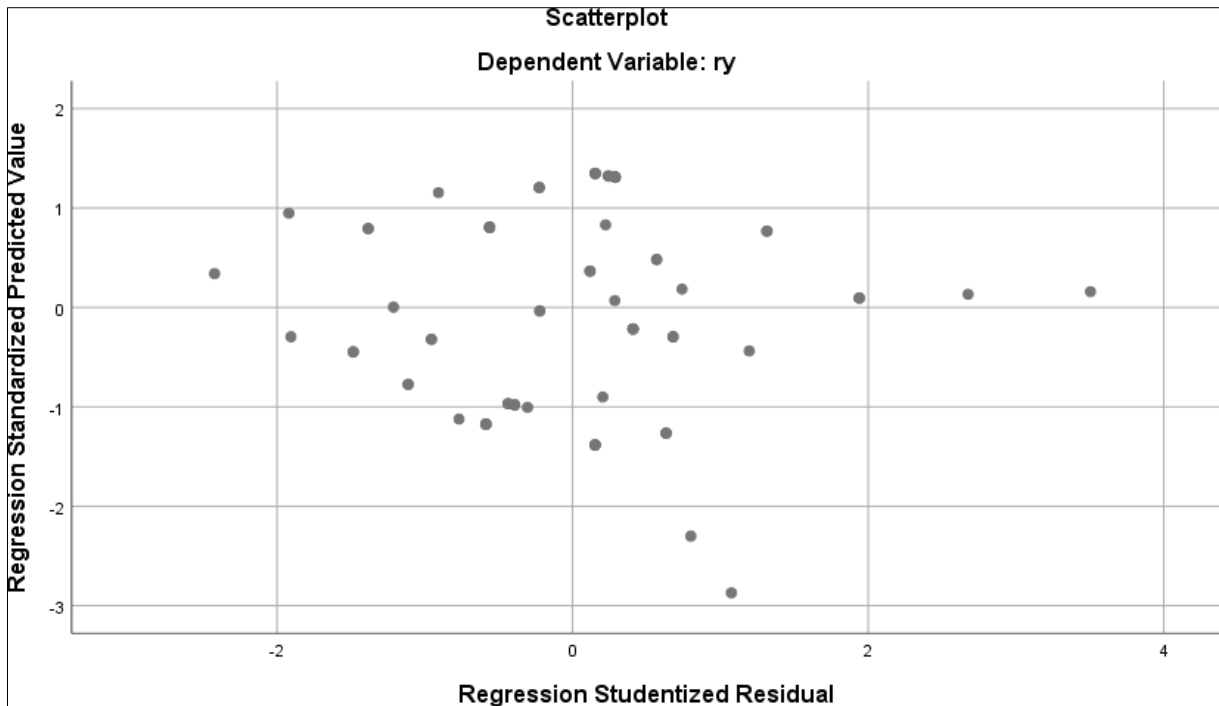


Figure 1: Heteroscedasticity Test Results

The above scatterplot shows why damaged dots don't make a pattern. The statistical analysis shows that the pattern's irregularity above doesn't show any

heteroscedasticity. This means that the respondent's opinion can be measured.

Normality Test Results

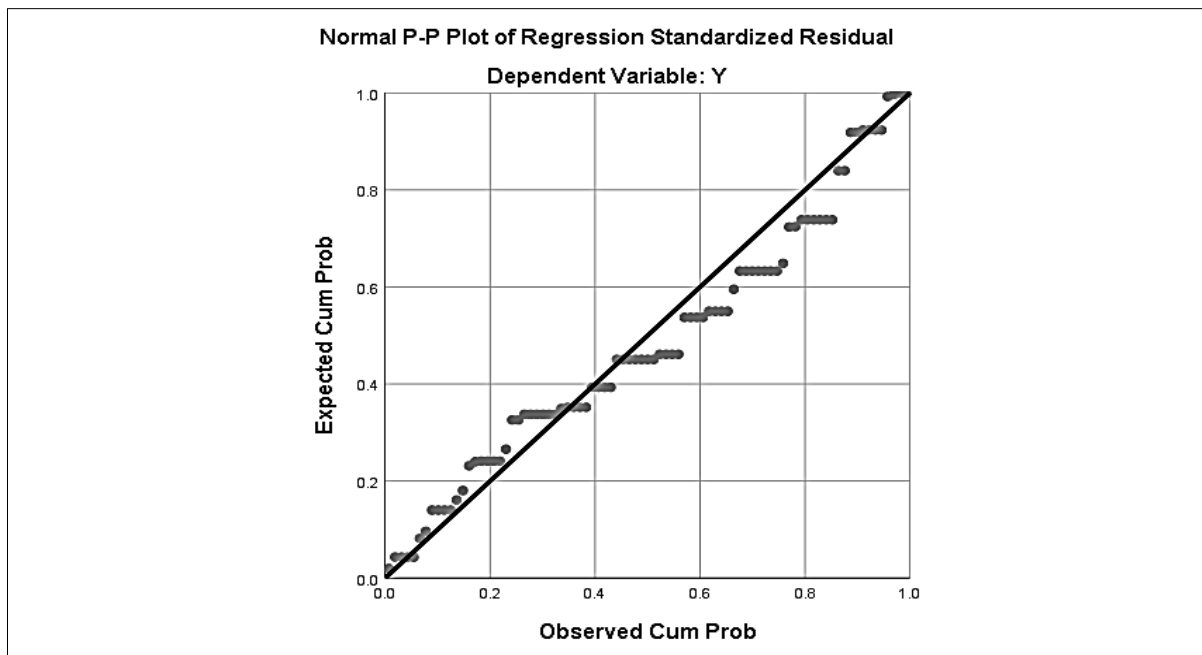


Figure 2: Normality Test

Figure 2 demonstrates that the data points are dispersed and converging towards the diagonal line, indicating a normal distribution of the research data.

Multiple Linear Regression Results

Table 9 shows the results of the multiple linear regression analysis that looked at how motivation, work discipline, and recruitment factors affected the success of people at Iswahjudi Magetan Air Base:

Table 9: Recapitulation of Multiple Linear Regression Analysis Results

Variables	Information	Regression Coefficient (®)	count	Sig.
X1	Motivation	0,751	3,883	,000
X2	Work discipline	1,128	4,990	,000
X3	Recruitment	1,277	5,586	,000
Constant	5,294			
R2	0,795			
Adjusted R Square	0,782			
F Count	61,931			
Sig. F	0,000b			
N	35			
Dependent variable = Member Performance (Y)				

Based on Table 9 above, a multiple linear regression equation can be prepared as follows:

$$Y = 5.294 + 0.751X1 + 1.128 X2 + 1.277 X3 + e$$

The regression constant value of 5.294 suggests that even when the independent variables (motivation, work discipline, and recruiting) are set to zero, there is still an impact on the performance of Iswahjudi Magetan Air Base personnel. The regression coefficients (β_1) for motivation, work discipline, and recruitment are 0.751, 1.277, and 1.252, respectively. This suggests that motivation, work discipline, and recruitment have a favorable impact on the performance of non-commissioned officers at Iswahjudi Magetan Air Base Personnel Service.

The R-value of 0.891 implies an 89.1% connection between the independent variables (motivation, work discipline, and recruiting) and the dependent variable (member performance). This chart shows a strong association between the independent factors chosen by the researcher and the dependent variable. The modified R2 (or coefficient of determination) value is 0.782. This suggests that motivation, work discipline, and recruiting together account for 78.2% of the difference in member performance. The remaining 21.8% represents another independent variable that should have been considered.

4.1.3 Hypothesis Test Results 1

This inquiry uses the F test to assess hypothesis 1. More precisely, the F test is used to study the effect of recruitment characteristics, work discipline, and motivation on the performance of Air Base Magetan personnel. According to the results of the F test, the calculated F value is 61,931, with a significance level of 0.000. In addition, the Ftable value (α :DF=nk-1) for $\alpha = 0.05$ and DF = 32 is 0.232. When Fcount and Ftable values are compared, Fcount outperforms Ftable. This shows that the Sig. F value (0.000) is less than the researcher's average error rate of 0.05, which equals 5%. As a result, we can conclude that motivation, work discipline, and recruiting all have a significant impact on the performance of non-commissioned officers working for the Iswahjudi Magetan Air Base Personnel Service. As a result, the first hypothesis can be supported.

4.1.4 Hypothesis Test Results II

The t-test is used in this study to evaluate hypothesis II. More specifically, the significance of the influence of each (partial) independent variable on the dependent variable is assessed in the following way: X1 has a t value of 3,883 and a significance (Sig.) of 0.000; X2 has a t value of 4,990 and a significance (Sig.) of 0.000; and X3 has a t value of 5,586 and a significance (Sig.) of 0.000. Each of these variables has a significance level (Sig.) of 0.000. The results of this study show that the independent factors, namely motivation, work discipline, and recruiting, have a substantial impact on the performance of non-commissioned officers at the Air Base Personnel Service Iswahjudi Magetan. The significance levels (Sig.t) for these variables were deemed to be acceptable. As a result, hypothesis II can be supported.

4.1.5 Hypothesis Test Results III

The recruitment variable (X3) has the highest Unstandardized Coefficients value of 1.277 when compared to the motivation and work discipline variables. This comparison reveals that the recruitment variable is the most significant. As a result, hypothesis III can be demonstrated.

4.2 DISCUSSION OF RESEARCH RESULTS

4.2.1 Motivation

Motivation for physical needs is measured by two questionnaire items: The monthly salary can guarantee the family's food needs, and the salary and allowances provided by the Agency are sufficient to meet daily needs. The results of the means analysis show the highest value. Measuring the motivation of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service, as shown by the allowances provided by the Agency, is sufficient to meet their daily needs. The strongly agreed option indicates this.

Two questions on a form are used to measure how timely recruitment is: Potential employees at Iswahjudi Magetan Air Base are chosen according to a plan set by the committee. The hiring process goes smoothly and doesn't cause any problems. The means analysis showed that the highest number was seen. Candidates for the Iswahjudi Magetan Air Base Personnel Service went through a hiring process that

showed the hiring process for non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service went smoothly.

The level of motivation for social needs is assessed using two questionnaire items: The relationships between superiors and subordinates can be effectively cultivated, leading to a mutually respected and pleasant dynamic among members. The findings of the mean analysis indicate the greatest value. The motivation of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service is assessed based on the quality of the connection between superiors and subordinates, which should be strong and characterized by mutual respect. The "agree" option signifies or denotes this.

Two questionnaire items were used to examine the motivation behind the need for appreciation: valuing productivity, innovation, and respect among coworkers—the necessity of motivation to reach objectives. The highest value is revealed by the means analysis results. At the Iswahjudi Magetan Air Base Personnel Service, they gauge non-commissioned officers' motivation for their requirements for acknowledgment by praising their creativity and job performance. This is shown by the agree option.

The motivation for actualization demands is assessed using two questionnaire items: Each member is afforded the chance to participate in training, and all members have equal opportunities for promotion. The results of the means analysis indicate the greatest value. The motivation of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service is being assessed through the provision of training opportunities for each member. The "agree" option signifies or denotes this.

4.2.2 Work Discipline

The level of work discipline in following time regulations is assessed by two questionnaire items: adherence to scheduled working hours and utilization of resources solely for professional purposes. The findings of the mean analysis indicate the greatest value. The work discipline of members at Iswahjudi Magetan Air Base is being assessed based on their punctuality in adhering to working hours and their proper utilization of facilities solely for official purposes, without any personal gain. This represents the choice that was agreed upon.

Work discipline is evaluated using two questionnaire items: Iswahjudi Magetan Air Base personnel service members performing their duties in accordance with their positions and adhering to work procedures. As determined by the means analysis, the highest value was observed. Assessing the work discipline of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service, as evidenced by

the relatively harmonious working environment and adherence to work procedures at all times. The selection of "strongly agreed" signifies this.

Work discipline is assessed using two questionnaire items: the absence of conflicts and consistent performance excellence. The troops at Iswahjudi Magetan Air Base carry out their duties and obligations. The results of the means analysis indicate the greatest value. The work discipline of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service is being assessed based on how well members of the personnel service carry out their duties and responsibilities. This represents the choice that was agreed upon.

4.2.3 Recruitment

Recruitment timeliness is assessed via two questionnaire items comprising Potential members of the personnel service at Iswahjudi Magetan Air Base are selected in accordance with a schedule established by the committee and the recruitment process is executed without any complications. As determined by the means analysis, the highest value was observed. The recruitment process for prospective Iswahjudi Magetan Air Base Personnel Service members served as evidence that the evaluation of recruitment for non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service was conducted without incident. The recruitment process for prospective members of the Iswahjudi Magetan Air Base personnel service was carried out according to the schedule set by the committee. This is indicated by the choice of agreeing or strongly agreeing.

Recruitment effectiveness is measured by two questionnaire items: The implementation of member recruitment can be completed effectively, and the interview process with prospective members must be done using existing procedures. The results of the means analysis show the highest value. The interview process with prospective members is measured by existing procedures, shown by the strongly agreed option, measuring the recruitment of non-commissioned officers at the Iswahjudi Magetan Air Base personnel service.

Recruitment independence was measured by two questionnaire items: Having initiative in helping to attract members of the Iswahjudi Magetan Air Base personnel service and conducting interviews at the Magetan Iswahjudi Air Base personnel service, which went smoothly. The results of the means analysis show the highest value. Measuring the recruitment of non-commissioned officers at the Iswahjudi Magetan Air Base personnel service, as shown by the process of conducting interviews at the Iswahjudi Magetan Air Base personnel service, went smoothly, as shown by the strongly agreed option.

4.2.4 Member Performance

Quality performance is measured by two questionnaire items consisting of members of the Iswahjudi Magetan Air Base personnel service being able to maximize their work abilities and Iswahjudi Magetan Air Base personnel service members completing work by work standards. The results of the means analysis show the highest value. They are measuring the Performance of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service, which members of the Iswahjudi Magetan Air Base personnel service demonstrated as maximizing their ability to work. The agreed choice indicates this.

Quantitative Performance is measured by two questionnaire items: Iswahjudi Magetan Air Base personnel service members can work according to established procedures, and Iswahjudi Magetan Air Base personnel service members achieve the given work targets. The results of the means analysis show the highest value. They measure the Performance of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service, as demonstrated by the members who achieve the given work targets. The strongly agreed choice indicates this.

There are two items in the questionnaire. Assessing accountable performance: It is incumbent upon me to fulfill the assigned tasks, while the personnel at Iswahjudi Magetan Air Base are tasked with minimizing work-related faults. The results of the means analysis indicate the greatest value. The evaluation of the performance of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service, as exemplified by I have been tasked with the obligation of finishing the assignment. This signifies the consensus decision.

Collaborative Performance is measured by two questionnaire items consisting of members of the Iswahjudi Magetan Air Base personnel service having good collaborative relationships with colleagues. Communication between Iswahjudi Magetan Air Base personnel service members and their superiors is always well established. The results of the means analysis show the highest value. Measuring the Performance of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service, as shown by communication between Iswahjudi Magetan Air Base personnel service members and their superiors, is always well established. The agreed choice indicates this.

The performance of initiative is assessed through two questionnaire items. These items evaluate whether members of the Iswahjudi Magetan Air Base personnel service consistently work independently and without being instructed to assist their colleagues in order to accomplish the desired objectives. The results of the means analysis indicate the greatest value. The Performance of non-commissioned officers at the

Iswahjudi Magetan Air Base Personnel Service is being assessed based on their willingness to assist colleagues in completing tasks without being instructed, in order to attain the intended goals. This choice is shown with a strong agreement.

5. CONCLUSIONS AND RECOMMENDATIONS

This research shows that work motivation, discipline, and recruitment positively and significantly affect the Performance of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service. This means that non-commissioned officers perceive high work motivation at the Iswahjudi Magetan Air Base Personnel Service nicely. Respondents responded positively, and the work discipline of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service was good, and they felt comfortable carrying out their activities. Simultaneously, work motivation, work discipline, and recruitment have a positive and significant effect on the Performance of non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service, meaning that the results carried out by non-commissioned officers at the Iswahjudi Magetan Air Base Personnel Service are better. So, the Agency can run these three variables simultaneously. The recruitment variable is the dominant variable.

Based on the results of this research, several suggestions can be used as a reference for the Air Base Personnel Service Iswahjudi Magetan, namely that the Head of the Personnel Service should be better at enforcing discipline among all members, superiors, and subordinates fairly. By having good work discipline in the company, employee performance can be improved in carrying out the duties and responsibilities given by the company. When working at the Iswahjudi Magetan Air Base Personnel Service, motivation is also needed. Therefore, every member must be highly motivated at work.

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